

# Insights Discovery

## 360° Feedback

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John Smith  
25/05/1999

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## Introduction

*This Insights Discovery 360° report is based on the response of a feedback group and John Smith's responses to the Insights Preference Evaluator.*

*The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.*

*Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.*

*This Insights Discovery 360° report is compiled from the feedback of a circle of people who live and work around John Smith. Every day we deal with perceptions of ourselves from others, therefore an insight into this can help us grow and also improve our relationships. Jung always rated the self-perception as the most important and this report is intended as a supplement to the Insights Discovery Personal Report.*

*This report should be shared with friends and colleagues, including those who completed a 360° Evaluator for your report. Learn what others perceive to be the areas of your strengths. Share the important aspects with friends and colleagues. Discuss where your perception of yourself matches the perceptions of the group and where they differ. Ask for feedback from them on areas that seem particularly relevant for you and develop an action plan for growth both personally and interpersonally.*



# Key Strengths & Weaknesses

## Strengths

*This section identifies the key strengths which others in the feedback group perceive John to have. John has abilities, skills and attributes in other areas, but the statements below are likely to be some of the more fundamental gifts that others see he has to offer.*

### **John's key strengths:**

- Senses the needs of the group.
- Trusting and tolerant of others' actions.
- An unassuming demeanour.
- A steady day-to-day planner.
- Orderly and organised.
- Sets high personal standards of performance.
- A sound sense of duty.
- Can gain personal fulfilment through helping others.
- Likes to work for the common good.
- Looks before he leaps.

### **Personal Notes**



# Key Strengths & Weaknesses

## Possible Weaknesses

*Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. The 360° Questionnaire Responses suggest these areas as John's possible weaknesses, as perceived by others in the feedback group.*

### **John's possible weaknesses:**

- Over-tolerant of others' inability to perform.
- May lack objectivity, particularly where rapid change is concerned.
- Finds it difficult to respond to aggression positively.
- Persistence and loyalty may delay decisive action.
- Avoids conflict like the plague.
- The tendency to focus upon past failures rather than significant successes.
- His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
- A lack of confidence in his own judgement, although that judgement is often correct.
- May tackle challenges in a less than wholehearted way.
- Can resist by being passive yet stubborn simultaneously.

### **Personal Notes**



## Value to the Team

*Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. This list represents the feedback group's perception of the gifts John brings to the team.*

**As a team member, the feedback group perceives that John:**

- Supports others by being loyal, diplomatic and sincere.
- Is patient and forgiving.
- Follows instructions to the letter.
- Will be loyal to the leader and the cause.
- Is a dedicated supporter of the team.
- Exhibits patience and conformity.
- Likes and is liked by most others.
- Expresses his feelings through actions.
- Commits to realistic goals.
- Is a calming presence in conflict resolution.

**Personal Notes**



# Management

## Managing John

*This section identifies some of the most important strategies in managing John based on the feedback group's perception of him. This list should be matched to John's own expectation of his needs from his Insights Discovery Personal report.*

### **John needs:**

- Help with monitoring his agreed deadlines.
- Encouragement for him to employ his rational strengths and abilities.
- Even small successes to be acknowledged to bolster self-confidence.
- Help in thinking “outside the box”, or beyond the traditional.
- Autonomy and independence within an agreed framework.
- His own space with little day to day supervision.
- Sufficient time to ponder and question complex issues.
- Feedback to convince him that he is tackling tasks properly.
- Opportunities and encouragement to meet and mix with more assertive and openly energetic people.
- Freedom from bureaucracy.

### **Personal Notes**



# Management

## **Motivating John**

*These statements represent the feedback group's perception of what might motivate John. This section should form the basis of mutually agreed actions to help maintain John's levels of motivation.*

### **John is motivated by:**

- Being part of the process of change, and being fully informed about changes which affect him.
- Contributing to the success of others.
- Recognition and respect for his family's commitment and support.
- Awareness of his domestic needs when setting business targets.
- Opportunities to share experiences with a small, relaxed group of colleagues.
- Meeting his own goals rather than competition with others.
- A feeling that things are generally going in the right direction.
- Occasional appreciative comments.
- An internal desire "to do the right thing in the right way".
- Having his opinion sought on support services.

### **Personal Notes**



# Management

## Management style

*There are many different approaches to management, most of which have different situational applications. This section identifies John's natural management approach as it is seen by others and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.*

### ***In managing others, John is perceived as tending to:***

- Listen to and evaluate others' contributions before deciding to take action.
- Go to great lengths to do things "by the book".
- Criticise members of his team indirectly, rather than facing problems head on.
- Become confused with too much detail.
- Speak in calm, measured tones.
- Manage democratically, whilst attempting to appease those who do not agree.
- Procrastinate in areas where he feels vulnerable through lack of knowledge or information.
- Dislike "hard-nosed" disciplinary matters within the workplace.
- Over-complicate issues by trying to solve too many things at once.
- Idealise those whom he respects.

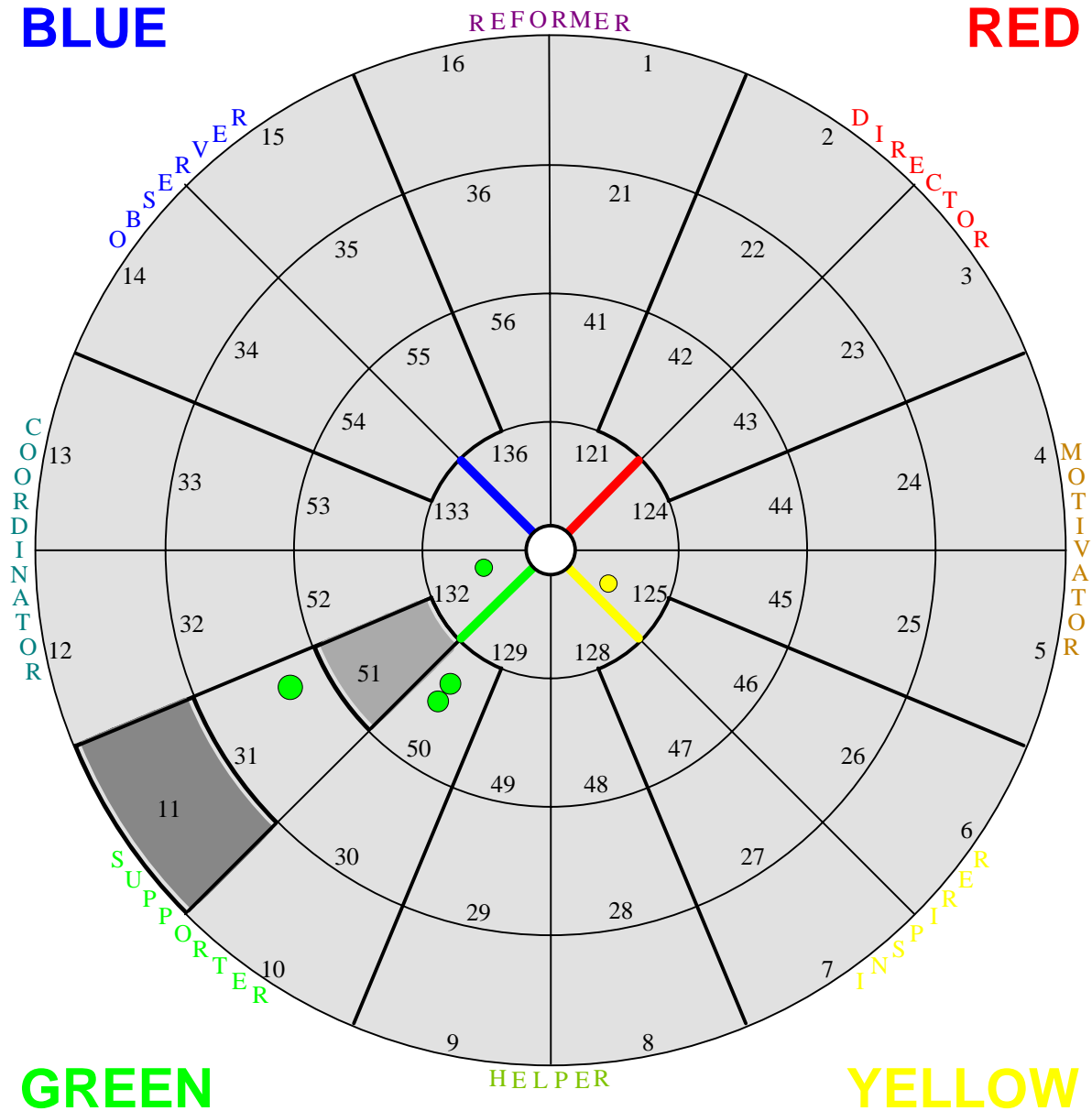
### ***Personal Notes***





# The Insights 360° Feedback Wheel

**Perceptions Of John Smith**  
25/05/1999



**John Smith's Self Perception**

51 : Coordinating Supporter (Accommodating)

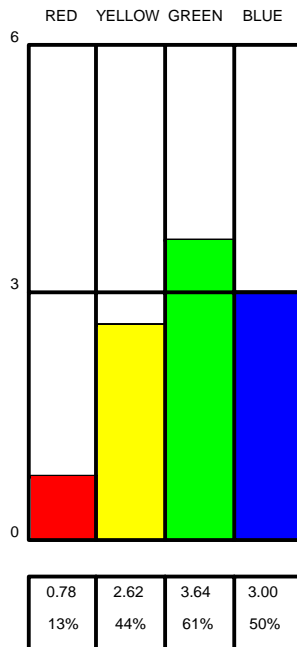
**Feedback Group's Average Perception**

11: Coordinating Supporter (Focused)



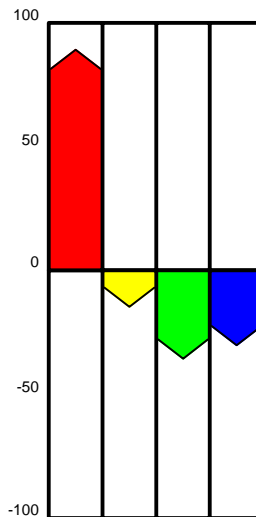
# Insights 360° Colour Dynamics

**Feedback Group's Average Perception**

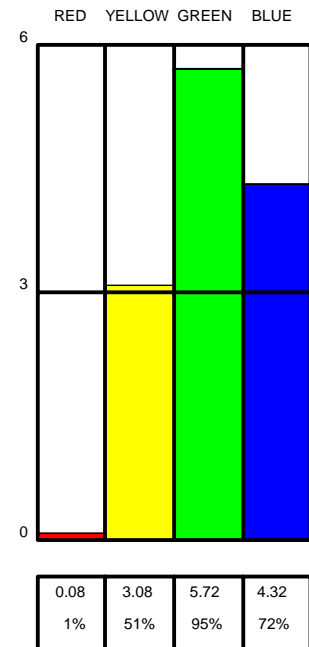


Coordinating Supporter (Focused)

**Perception Difference**



**Self-Perception (Persona (Conscious))**



Coordinating Supporter (Accommodating)

**Left Graph :**

*This represents the feedback group's perception of the nominee. It is the average of the scores from the feedback group.*

**Middle Graph :**

*This is the difference between the nominee's self-perception and the perceptions of the feedback group. A positive value suggests that the feedback group is aware of that colour energy exhibited by the nominee, whilst a negative value suggests that the feedback group sees less of that colour energy in the nominee, when compared to the nominee's self-perception.*

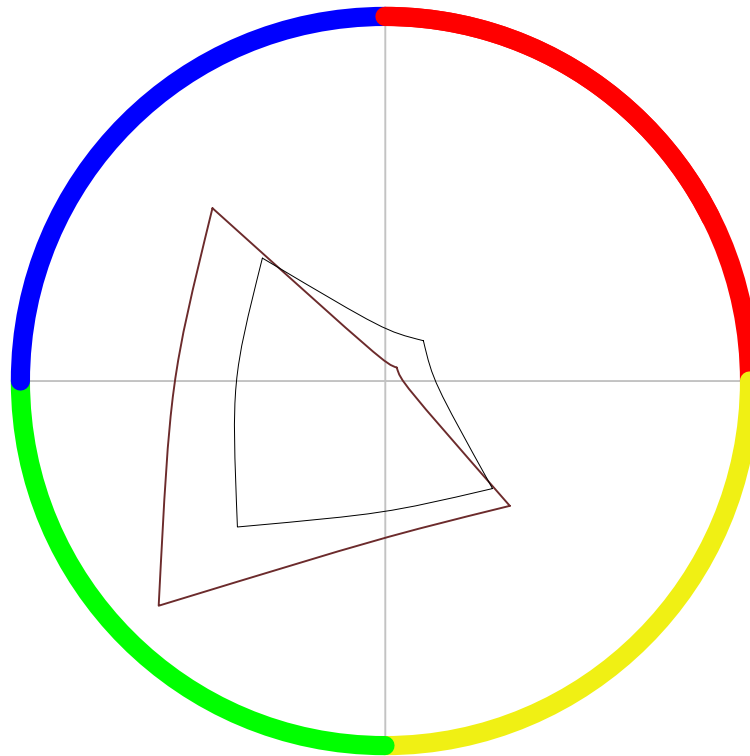
**Right Graph :**

*This is the nominee's self-perception. It is the Persona (Conscious) graph generated by the nominee's Preference Evaluator responses.*



# The Insights Energy Footprint

**John Smith**  
**25/05/1999**



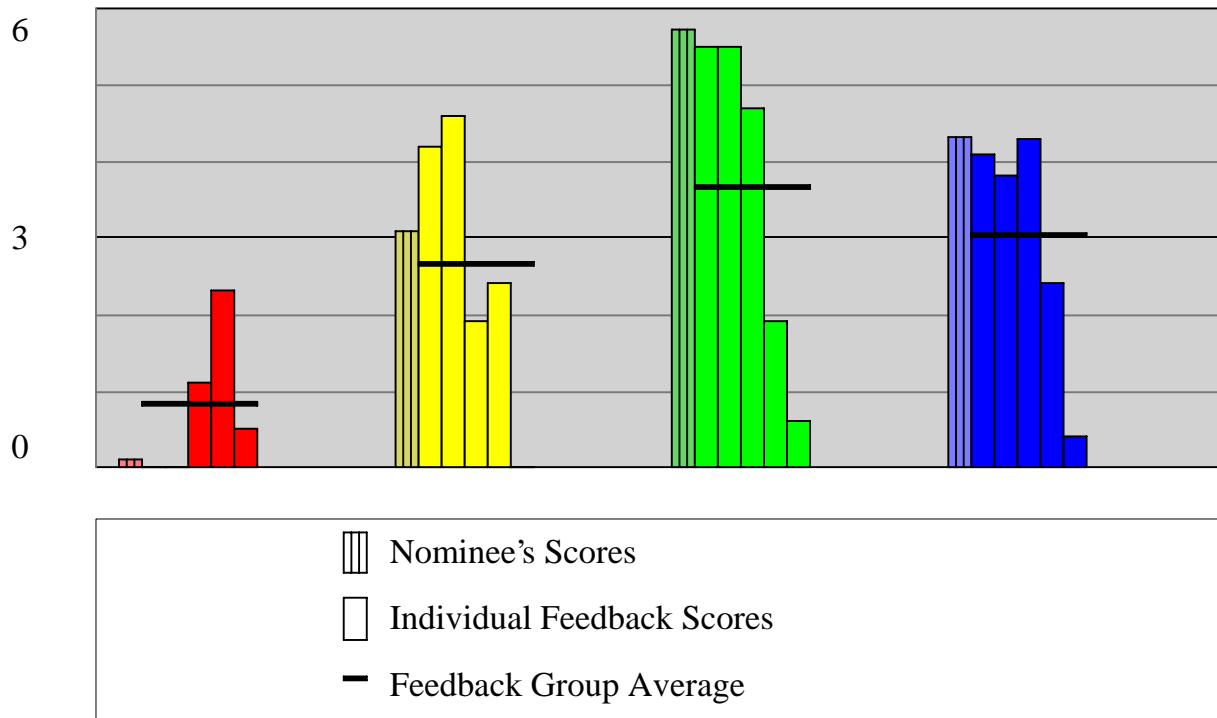
- Conscious Persona
- Feedback Group's Perception

*The Insights Energy Footprint provides a visual comparison of the perception of the individual and the average perception of the group. Discuss any similarities and significant differences in the perceptions with your colleagues.*

## **Personal Notes**



## The Insights 360° Analysis



<i>Energy</i>	<i>Nominee</i>	<i>Average</i>	<i>Diff.</i>	<i>Min</i>	<i>Max</i>	<i>Variance</i>
Red	0.08	0.78	+0.70	0.00	2.30	0.74
Yellow	3.08	2.62	-0.46	0.00	4.60	2.77
Green	5.72	3.64	-2.08	0.60	5.50	4.06
Blue	4.32	3.00	-1.32	0.40	4.30	2.13

**Overall Variance** 9.70

**Absolute Difference** 4.56



## Complete Scores

### John Smith's Scores

<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Blue</b>
0.08	3.08	5.72	4.32

### Feedback Group's Average Scores

<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Blue</b>
0.78	2.62	3.64	3.00

### Individual Scores from Feedback Group

<b>Name</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Blue</b>	<b>Wheel Pos.</b>
David Greig	0.00	4.20	5.50	4.10	50
Gavin Mitchell	0.00	4.60	5.50	3.80	50
Gill Perry	1.10	1.90	4.70	4.30	31
Davy Suchet	2.30	2.40	1.90	2.40	125
Ray Flockhart	0.50	0.00	0.60	0.40	132

